This report recommends actions to be taken to create and maximize green jobs and training for green jobs for residents of the District.
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Executive Summary

The recommendations of the Green Economic Development Task Force are grouped into the following goal areas:

**GOAL 1: Describe the District’s capacity for increasing “green collar jobs”**

**ACTION 1.1**: Create green collar job demand estimates through 2020.

**ACTION 1.2**: Categorize green collar job opportunities based on career ladder opportunities and requisite skill levels.

**GOAL 2: Protect and attract green business growth in the District of Columbia**

**ACTION 2.1**: Create a sector plan focused on targeting, attracting, and retaining green industry businesses.

**ACTION 2.2**: Provide technical assistance, grants, and other incentives for small businesses and local companies focused on or seeking entry into the green economy.

**GOAL 3: List Green Job Opportunities from Planned Private and Public Sector Development Projects**

**ACTION 3.1**: Identify green construction and job opportunities across District agencies and the private sector.

**ACTION 3.2**: Recommend, anticipate, and plan for job opportunities created in areas and submarkets surrounding planned private and public sector development projects.

**GOAL 4: Green Economy Course Offerings of Local Higher Education Institutions**

**ACTION 4.1**: Work with local colleges and universities participating in the District’s College and University Sustainability Pledge to convene a Green Economic Development Working Group that will create, share and promote green specific curricula and best practices.

**ACTION 4.2**: Identify and work with community groups that offer workforce development and hands-on green collar job training.
Background & Methodology

Background

The Green Economic Development Task Force was established to explore attainment of four specific goals:

(1) Describe the District's capacity for increasing "green collar jobs" (as defined by United States Bureau of Labor and Statistics);

(2) Project green business growth in the District and actions the District government should take to further attract green business growth;

(3) Compile a list of planned private and public sector development projects expected to include green collar job opportunities; and

(4) Describe course offerings of local high education institutions that will help to prepare District residents for green collar job opportunities and a description of the capacity of local higher education institutions to increase the availability of such course offerings.

Green economic development is an important feature of sustainability. An effective green economic development strategy must be coupled with an understanding of how green economic development (“GED”) differs from sustainability.

Sustainability focuses on policies and incentives aimed at “greening” a city, thereby creating a higher quality of life through increased energy efficiency, a reduced carbon footprint, and a greater reliance on renewable energy. Sustainable policies often produce short-term installation jobs for example, but may not lead to long-term job gains or high-income employment opportunities. Green building guidelines for new construction, mandates for government-funded building projects or city contracts, expedited permitting processes, and other mechanisms are common sustainability tools. These incentives often create secondary or follow-on impacts to a local economy, but are primarily environmentally focused as opposed to economically driven. This is where green economic development becomes useful and is distinguishable from sustainability generally.
Green economic development has as its primary focus job creation and economic expansion. This focus on net new jobs is important because a construction job required under a green building mandate, for example, may simply constitute the conversion of a traditional building sector job to the green sector without any actual increase to overall employment or economic growth.

The District is interested in creating green employment opportunities across the entire spectrum of the green economy, not only entry-level jobs. A green economic development strategy must account for the reality that many renewable energy and energy efficiency retrofits, while absolutely necessary to meet green environmental standards, tend to offer jobs for lower-income workers but do not necessarily create career ladder opportunities that grow along with the expansion of the green economy.¹

Green economic development – like traditional economic development – hinges on the attraction, retention, and expansion of businesses. The overarching goal of the Economic Development Task Force, then, is to account for the aforementioned nuances while identifying ways the District can foster cooperation between the private and public sectors to create new and sustainable job growth opportunities along the entire opportunity spectrum within the District of Columbia.

**Methodology**

The Green Economic Development Task Force plan has been developed as a collaboration between the Deputy Mayor’s Office for Planning and Economic Development (DMPED), the District Department of the Environment (DDOE), the Office of the Deputy Mayor of Education (DME), the District Department of Small and Local Business Development (DSLBD), the District Office of Planning (OP), the District Department of Employment Services (DOES), the District Workforce Investment Council (WIC), and the University of the District of Columbia (UDC). The task force has been holding regular meetings to iteratively work through the development of recommendations to achieve the Sustainable DC goals set out in the Mayor’s Order. Additionally, the task force participated in two widely-attended public meetings focused on the Mayor’s Order and work of the various task forces on March 13 and May 21.

¹ One exception to this shortcoming would be the connection of installation jobs with local manufacturing. The Office of Planning has recently completed a Ward 5 Industrial study that could inform possible linkages between green manufacturing and installation opportunities.
In addition to the advisory group meeting, members of the task force have relied upon their own knowledge of green economic development practices, as well as research and literature reviews into the best practices involving the green economic development nationally. The task force has looked at the documented best practices of other jurisdictions nationwide.
Findings & Recommendations

GOAL 1: Describe the District's capacity for increasing "green collar jobs" (as defined by USBLS).

ACTION 1.1: Create green collar job demand estimates through 2020.

a. **Summary:** The US Bureau of Labor Statistics defines green jobs as either:
   Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources, or jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources (US Bureau of Labor Statistics, n.d.). DOES, WIC and DSLBD will together create job demand estimates (similar to DOES's annual 10-year job estimates). iii. WDCEP, DOES, DLSBD, and previous consultants will update the 2010 Green Collar Jobs Demand Analysis, which estimated potential green collar job opportunities through 2018. While the data must be refreshed, much of the structure around green-sector opportunities and broad investment requirements remains relevant.

   Additionally, the team will categorize green collar job opportunities based on career advancement opportunities and requisite beginning skill levels. For instance, a green-collar employment track for a non-degree District resident may evolve from (1) limited home energy audits to (2) solar panel installation to (3) management of a solar installation and weatherization team to (4) skilled trade work (e.g., carpentry or electrical) related to green retrofits. Further, the team will delineate entry-level, mid-career and executive-level opportunities with a focus on providing a career track that leads to job quality, benefits and wages.

b. **Expected Benefits:** The District will be better positioned to use forecasting to shape job-training and policy, which will lead to a higher return on the investment of District training and funding resources.

c. **Completion Date:** There are no required legislative actions related to this action item. However, there is a budget impact (see below), which may need to be addressed in the next budget cycle. If funding for this action can be identified in FY15, then this action can be completed by March 31, 2015.
d. **Fiscal Impact:** The cost should not exceed $2,500 to complete a study that forecasts demand and capacity and updates the 2010 WDCEP green collar demand analysis.

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e. **Political/Citizen Impacts:** This action will help identify which sectors of the District’s economy offer the greatest potential for creating green collar jobs. This action will also inform strategic planning and budgeting processes related to job creation for District residents.

f. **Legislative/Regulatory Impacts:** There are no anticipated legislative or regulatory impacts resulting from this action.

g. **Recommendations:** N/A

h. **Incentives (if applicable):** N/A
ACTION 1.2: Categorize green collar job opportunities based on career ladder opportunities and requisite skill levels.

a. **Summary:** The identification and classification of job opportunities based on requisite skill levels and career advancement opportunities is critical to the District’s ability to grow and capitalize on surging green economic development opportunities. An understanding of opportunities and required skills and education will allow the District to target its business attraction, retention, and expansion efforts. In addition, the District will best know how to utilize education and workforce training resources, which will be covered more closely under the section of this document devoted to understanding how local colleges and universities can provide course offerings and training to better prepare District residents to take advantage of existing and emerging green collar career opportunities.

Since many of the near-term green job opportunities are entry-level positions and the certification standards or required training may vary, a flexible workforce training toolkit with a standard training baseline may yield the greatest number of new green jobs. For instance, weatherproofing doors and windows may require little more than installation training, while manufacturing jobs related to energy efficiency (e.g., solar panels) may need no specialized training beyond what the standard manufacturing employee receives.

b. **Expected Benefits:** Maximizes available training resources and increases economic efficiency. Individuals can acquire a baseline of skills that qualify them for multiple jobs and retain the ability to include newer skills through additional study or training for emerging green technologies. In addition to lowering the cost of training, it gives workers the flexibility to adjust to new market opportunities and the District a chance to target resources based on market-driven demand forecasts. Importantly, this module-focused approach can apply along the skill and education continuum for green jobs.

c. **Completion Date:** There may be legislative actions related to this action item though none are specifically anticipated. There is no identifiable immediate budget impact, however, creation of a flexible workforce training toolkit tailored specifically to regional trends may benefit from the services of a consultant or may require additional FTEs.

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d. **Fiscal Impact:** There is no anticipated fiscal impact associated with this action item.

e. **Political/Citizen Impacts:** This action will provide District residents greater access to the green economy by increasing their relative competitiveness in the marketplace, since workers’ education and training will position them to quickly adjust their skill sets to fit new market opportunities.

f. **Legislative/Regulatory Impacts:** There are no anticipated legislative or regulatory impacts resulting from this action.

g. **Recommendations:** The Task Force suggests the following recommendations: (1) distinguish among education needs for green jobs requiring apprenticeships, professional certificates, or associate degrees, to bachelor or advanced degrees; (2) create modular workforce training curriculum that establishes a core skillset onto which additional skills or certifications can be layered for specific green jobs and technologies; (3) identify appropriate training providers and funding opportunities based on the aforementioned educational requirements and modular training curricula.

h. **Incentives (if applicable):** N/A
GOAL 2: Protect and attract green business growth and development in the District of Columbia

ACTION 2.1: Create a sector-based plan focused on targeting, attracting, and retaining green industry businesses.

a. **Summary:** The Office of the Deputy Mayor for Planning and Economic Development seeks to attract, retain and expand existing businesses. Additionally, the District has created a Five-Year Economic Development Strategy, which describes the city’s plan to realize its economic development goals.

The Five-Year Economic Development Strategy is the District’s first strategic roadmap for sustained, sector-driven economic development. This plan contains the visions, goals, and initiatives that will transform the District by creating 100,000 new jobs and generating $1 billion in new tax revenue to support city services over the next five years.

The Five-Year Economic Development Strategy for the District of Columbia contains the following goals:

- Identify Washington, DC as an ultimate worldwide destination spot
- Create a roadmap of prosperity in Washington, DC
- Bring together a meaningful community of businesses, civic leaders, academic organizations, and other stakeholders of Washington, DC
- Forge the most business-friendly economy in the nation
- Grow the most competitive technology presence on the east coast
- Preserve Washington, DC’s signature shops and family destinations and end retail leakage
- Develop a best-in-class, global medical center
- Become the top North American destination for foreign investment in businesses and tourists
- Increase job opportunities in Washington, DC
- Make Washington, DC one city

This plan establishes a realistic and aggressive path to achieving economic development, and provides a platform capable of underpinning a comprehensive green economic development strategy.

Whereas the traditional economic development focus centers on incentives such as tax abatements, fee waivers, and land write-downs to attract and retain businesses, a green economic development strategy will need to sharpen its
concentration on local-serving businesses, which carry more potential for job growth and often encompass a larger number of jobs than export sectors.³ This consumption-based economic development approach tends to center around green regulatory standards, green building incentives, and local environmentally-incentivized purchasing.⁴ Even though consumption-based approached does not always lead directly to green jobs, it tends to expand the market for green products and services, contributes to the local development of green job skills, and generally supports green innovation. This is where the District will cluster some of its initial efforts, especially since doing so is much easier to implement from a policy perspective than a production-driven (or export-focused) approach.

For instance, the District could incentivize green retrofits through the use of green building financing programs, installation tax credits, and permit expediting and fee waivers. Such government incentives can encourage entirely new spending patterns as consumers become aware of the defrayed costs of such installations and the realized utility bill savings.

As such, the District will create a plan for growing and developing sectors such as energy and utilities, green building (e.g., construction, retrofits, solar panel installation, etc.), farmer’s markets and healthy food options, transportation, and waste management. An integral feature of the plan will be growth of the overall market for green job, services, and products. Preference will be given to strategies that create new market opportunities, rather than the substitution of green products or jobs for traditional products or jobs. Solar panel installation and associated consumer tax credits, for example, can serve to grow the market for green retrofits, a behavior that previously may not have been as robust. This is an example of the type of activity the District will seek to incentivize.

b. Expected Benefits: The overall market for green jobs will increase as a result of expanded green-sector market activity and demand. A growth focus will also force the District and its partners to think as much about new opportunities as structural changes in the green economy. A growth mindset will lead to more new jobs, while a development-only focus can eventually lead to new jobs, but will be more likely to create job transfer into the green economy from traditional sectors of the economy, which is not necessarily the goal of the Green Economic Development Taskforce.

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c. **Completion Date:** This action, a comprehensive green economic development plan, can be completed by Q4 2015.

d. **Fiscal Impact:** The cost should not exceed $10,000 to potentially engage a consultant to assist in adapting the Five-Year Economic Development Strategy.

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e. **Political/Citizen Impacts:** This action will help identify which sectors of the District’s economy offer the greatest potential for creating new green collar jobs. This action will also inform strategic planning and budgeting processes related to job creation for District residents.

f. **Legislative/Regulatory Impacts:** There are no anticipated legislative or regulatory impacts resulting from this action.

g. **Recommendations:** Develop a strategic plan for growing and developing sectors such as energy and utilities, green building (e.g., construction, retrofits, solar panel installation, etc.), farmer’s markets and healthy food options, transportation, and waste management.

h. **Incentives (if applicable):** To be determined by strategic plan.
ACTION 2.2: Provide technical assistance, grants, and other incentives for small businesses and local companies focused on or seeking entry into the green economy.

a. **Summary:** As the District seeks to create an appropriate balance between green incentives and a green regulatory framework, it must continue to emphasize growing local capacity.

One way to expand local capacity is to use green business incubators to connect startups with resources such as logistical support and access to funding. An example of an innovative (although non-green specific) startup hub in the District is 1176. The company describes itself as a: “global hub for startups tackling major challenges in education, energy, health care, government, and other critical industries” and a place where “startups receive mentorship, corporate connections, access to capital, media attention, and a pipeline of top talent—the raw materials critical for innovators to succeed.”

1776 was started by two young entrepreneurs with diverse business backgrounds, who now lend their expertise as founders and investors to participating companies. A similar hub could be created (or funded) to cater to green business incubation.

In addition to innovative startup spaces, the District currently has in place a technical assistance platform that could include a focus on the green-sector economy. For example, the Department of Housing and Community Development (DHCD) offers technical assistance grants to businesses. This or a similarly situated program could be used to assist in and fund the education of business owners about green-sector opportunities related to housing developments or other community-based programs.

The Department of Insurance, Securities and Banking (DISB), through its State Small Business Credit Initiative (SSBCI), also provides technical assistance to startups and small businesses seeking capital. Under the SSBCI program umbrella, the DC Innovation Finance Program, small businesses may secure innovative financing as an alternative to traditional commercial financing through a District-funded co-investment model.

Finally, the District has existing infrastructure that can be deployed through DMPED and DSLBD. In combination, DMPED, DSLBD, DISB, and DHCD are

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5 www.1776dc.com/about
positioned to coordinate and align applicable funding sources across the economic development cluster of agencies under the Executive Office of the Mayor.

b. **Expected Benefits:** A cluster initiative as proposed above will leverage the existing resources, programs, and infrastructure already put in place by the District, thereby leading to greater efficiency and effectiveness in growing local capacity and competitiveness in the green economy.

c. **Completion Date:** December 31, 2015

d. **Fiscal Impact:** There is no anticipated fiscal impact associated with this action item.

e. **Political/Citizen Impacts:** See expected benefits.

f. **Legislative/Regulatory Impacts:** N/A

g. **Recommendations:** DMPED will help coordinate and align applicable funding sources available across its cluster of agencies (e.g., DISB, DSLBD, DHCD). DMPED's business development unit has worked extensively to target, attract and retain businesses within specific sectors and is therefore well positioned to lead a specific effort targeting green businesses. A distinct goal could be made for green companies. DSLBD has the necessary infrastructure to provide technical assistance for small and local companies seeking entry into the green sector.

h. **Incentives (if applicable):** N/A
GOAL 3: List Green Job Opportunities from Planned Private and Public Sector Development Projects

ACTION 3.1: Identify green construction and job opportunities across District agencies and the private sector.

a. **Summary:** DMPED will work within the economic development cluster and among other related agencies such as the Department of General Services (DGS), the Department of Transportation (DDOT), and the District Department of the Environment (DDOE) to anticipate and encourage green job opportunities. For instance, DGS’s solar panel project could justify a District investment of training dollars for the installation of solar panels on District buildings. Similarly, green infrastructure requirements related to storm water management and streetscape design, which will apply to all local and federal projects, create openings for green job training and placement.

The District can also capitalize on private-sector openings such as the retrofit of existing buildings. Given the need for green retrofits and the unprecedented tenant improvement allowances being offered to tenants by landlords, the District can train workers for “green retrofit” jobs. As this work is being funded through private capital, and shows no immediate signs of easing, this presents a growth market into which the District can train workers.

b. **Expected Benefits:** Marrying green construction requirements for public and private projects with green job training and placement opportunities offers a unique chance to align project demand with green labor supply in an economically efficient process. As a result, the District will be able to more easily measure its return on investment (in terms of jobs per training dollar) and adjust its training and investment strategy accordingly.

Additionally, by capitalizing on the District’s private landlord market and historically high tenant improvement allowances, the District can leverage private dollars and favorable market trends in support of green job training opportunities for retrofit and construction needs.

c. **Completion Date:** Ongoing/open.

d. **Fiscal Impact:** There is no anticipated fiscal impact associated with this item.
e. **Political/Citizen Impacts:** This action will have positive budgetary impacts as there may be an opportunity to establish a program partially or wholly funded by private landlords in exchange for expedited permitting or similar non-monetary incentives.

f. **Legislative/Regulatory Impacts:** There are no anticipated legislative or regulatory impacts resulting from this action.

g. **Recommendations:** N/A

h. **Incentives (if applicable):** N/A
ACTION 3.2: Recommend, anticipate, and plan for job opportunities created in areas and submarkets surrounding planned private and public sector development projects.

a. **Summary:** Since the District requires certain certified business and local employment contracts, it could incorporate a green jobs requirement or incentive into its public-private partnership transactions. Such a requirement or incentive could apply to solicitations generally and to other projects specifically, like the New Communities Initiative, St. Elizabeth’s, or Walter Reed.

Additionally, other agencies beyond DMPED could incentivize green job creation. For instance, DHCD’s SuperNOFA process could provide preference points for green projects or the creation of green jobs. DISB has funding programs whose applications could reward green businesses. DSLBD could use Mainstreets funding or its micro loan fund to reward green-sector businesses. Finally, DCRA could offer expedited permitting.

b. **Expected benefits:** These initiatives would represent a coordinated effort across District agencies to incentivize the creation of green collar jobs. As a result, the District could design an optimal incentive package that draws on the strengths of a variety of programs and economic development tools.

c. **Completion date:** December 31, 2015

d. **Fiscal impact:** There is no anticipated fiscal impact associated with this action item.

e. **Political/Citizen Impacts:** This complementary strategy will facilitate green economic development in a way that takes advantage of existing District processes and programs. As a result, there is minimal if any political downside to instituting this policy and there exists an opportunity for significantly increased citizen impacts in the form of new green collar jobs.

f. **Legislative/Regulatory impacts:** There are no anticipated legislative or regulatory impacts resulting from this action.

g. **Recommendation:** N/A

h. **Incentives (if applicable):** N/A
GOAL 4: Describe course offerings of local high education institutions that will help to prepare District residents for green collar job opportunities and a description of the capacity of local higher education institutions to increase the availability of such course offerings.

ACTION 4.1: Work with local colleges and universities participating in the District’s College and University Sustainability Pledge to convene a Green Economic Development Working Group that will create, share and promote green specific curricula and best practices.

a. **Summary:** On February, 29, 2012, nine university presidents representing some of the nation’s most prestigious higher education institutions joined Mayor Vincent C. Gray at American University’s LEED-Gold certified School of International Service Building to sign the District of Columbia Mayor’s College and University Sustainability Pledge (CUSP).

This university-based collaborative approach to sustainability is the first of its kind in the nation. DC is the first city in the U.S. to form such a compact between its entire higher education sector and its local government to advance sustainability. Working together in this public/private partnership, the signatories will work to make the District of Columbia the ‘Greenest College Town in America.’

Much of the existing stock of sustainability course offerings focuses on sustainability generally, rather than specifically on green economic development. For example, the University of the District of Columbia provides educational offerings through its College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES). CAUSES offers innovative academic and community education programs in architecture and community development, environmental science and urban sustainability, among others. It also offers a wide range of community education programs through its land grant centers, including (1) the Center for Urban Agriculture & Gardening Education and (2) the Center for Sustainable Development which includes the Water Resources Management Institute.

Undertaking a specific focus on educational programs related to green economic development will involve creating a multi-disciplinary course offering around architecture, business, law and engineering. For instance, the University of Texas at Austin has proposed a cluster of courses around (1) Sustainable Design (architecture), (2) Energy Finance (business school), (3) Renewable Energy Law
(law and business schools), (4) Renewable Energy Lab (mechanical engineering), and (5) Smart Grid of the Future (electrical engineering).\textsuperscript{6}

Additionally, CUSP participants could provide continuing education courses to professionals currently working in the energy sector. Such an effort would require developing curricula for an advanced degree and, like other executive education programs, providing flexible scheduling options tailored to the needs of working professionals.

Finally, the CUSP group could develop or assist in the development of clean energy certification programs.

b. **Expected Benefits:** This action would allow the District to build local capacity to grow and compete in the green economy.

c. **Completion Date:** There are no required legislative actions related to this action item. This will be an ongoing action item, although the working group could be convened in Q1 or Q2 in FY15.

d. **Fiscal Impact:** There is no anticipated fiscal impact associated with this action item.

e. **Political/Citizen Impacts:** This is a long-term strategy with respect to green economic development and assists in creating the appropriate economic infrastructure around research and development, clean manufacturing expertise and green financial services (e.g., social impact bonds or venture capital focused on green industry and technologies).

f. **Legislative/Regulatory impacts:** There are no anticipated legislative or regulatory impacts resulting from this action.

g. **Recommendation:** N/A

h. **Incentives (if applicable):** N/A

ACTION 4.2: Support and grow community organizations who also provide valuable workforce (and potentially) certificate training.

a. **Summary:** While universities and colleges are a source of training and education for the green workforce, many community organizations also provide valuable training. Examples of such organizations are Groundwork Anacostia, a provider of green training and education services, and DC Greenworks, a green infrastructure-focused organization. DC Greenworks, for instance, installs green roofs and rain barrels as part of its sustainability mission; it also educates and trains communities in green infrastructure technologies in a hands-on environment. It has also worked with universities and local schools as a member of the DC Environmental Education Consortium (DCEEC). The District will benefit from providing funding or technical assistance to such organizations as they provide a more grassroots approach to green job training and economic development.

b. **Expected Benefits:** The inclusion of community groups as part of the District’s green economic development training platform will ensure the broadest cross-section of District citizens is offered the chance to participate in the burgeoning green economy.

c. **Completion Date:** Ongoing.

d. **Fiscal Impact:** TBD

e. **Political/Citizen Impacts:** This action item will have a favorable political impact and effect on District citizens, as it uses existing community infrastructure to lower the economic and social burden of unemployment through a green job pathway.

f. **Legislative/Regulatory Impacts:** There are no anticipated legislative or regulatory impacts resulting from this action.

g. **Recommendations:** N/A

h. **Incentives (if applicable):** N/A